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## Office Memorandum • UNITED STATES GOVERNMENT

TO : Director of Training

DATE: 29 April 1960

FROM : Chief, Plans and Policy Staff

SUBJECT: Review of Training Programs

REF : Memorandum for the USIB from C. P. Cabell, General, USAF, Acting Chairman, USIB; number USIB-D-52.2/1 dated 5 April 1960, subject: "Coordinating Responsibilities of the Intelligence Community."

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1. In para. 4. of the referenced USIB memorandum General Cabell notes that there is no "present community review or formal coordination of our separate training efforts which also involve significant annual expenditures." In para. 7 he recommends that "explorations begin with the area of research and development and then proceed to other areas after the problem has been dealt with by the Board or as otherwise specified by it".

2. In the OTR Staff Meeting of 9 April 1960, DDTR cited the referenced memorandum and the current CIA/IG survey of CIA training activities and recommended that OTR supervisors review periodically their own OTR activities and suggest or initiate appropriate remedial actions where necessary in advance of externally-sponsored inspections and reviews.

3. Accordingly, on 11 April 1960, Registrar, OTR, submitted to DDTR a memorandum (see attachment) entitled "Areas of Duplication in Training Programs conducted by CIA/OTR and other Government Agencies." This preliminary survey serves to identify some of the more noticeable areas of seeming duplication and presents some initial recommendations. PPS offers some additional comment on Registrar's findings:

a. Language and Area

It should be noted that when practicable and consistent

Similarly, small numbers of other-agency personnel are trained in CIA/OTR/LAS. Continuing opportunities for coordination, for exchange and mutual assistance are afforded by the inter-agency roundtable in which LAS plays an active role.

CIA area training courses, including "overseas effectiveness", are tailored to CIA overseas needs. Through roundtables and liaison, LAS keeps abreast of area training activities in other U.S. Government agencies and in colleges and universities and the latter's facilities and/or personnel are used when appropriate to CIA requirements.

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b. Anti-Communism

Concur with Registrar except to emphasize that the CIA/OTR/SIC Communist Party Organization and Operations and Anti-Communist



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d. CE/CI

Whereas CIA/OTR training in certain, specific investigative and other CE/CI techniques cannot help but duplicate to some extent that conducted in the Army CIC School, for example, the training courses and objectives do differ.

e. Management

No comment; concur.

4. It may be useful now to recall some of the "remedial action" already undertaken by OTR during the past several months either on OTR initiative or pursuant to IG or other stimulus. Briefly, these include:

a. Surveys of area and language programs; cancellation or suspension of basic country and regional survey courses except USSR; refinement, extension, and presentation-on-demand of Americans Abroad Orientation briefings; refinement and two successful presentations of the Introduction to Overseas Effectiveness Course; step-up in language proficiency testing and revision and improvement of the Language Development Program; development of an effective, adequate capability for tutorial language training.

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b. Survey of CIA training support provided to the U.S. Armed Forces; initiation of more extensive and effective CIA-speaker representatives in Armed Forces schools' curricula; designation of OTR as the office of record for CIA training support to other agencies and institutions; enlargement of the briefing and coordinating responsibilities of the CIA/OTR Orientation and Briefing Officer;

c. Initiation and encouragement of more complete attendance of Adult Dependents Briefings for overseas service;

d. Reorganization and reorientation of the OTR Assessment and Evaluation Staff; coordination of redraft of [REDACTED] reduction of research program and expansion of psychological support to clandestine operations; transfer of instructor training function and Educational Specialist to OTR/PPS and formation of OTR Educational Committee;

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e. Reinvestigation of need for "mid-career course", preliminary consultations with DD/P Planning Officer on this subject;

f. Revision of JOT training to meet doubled requirements without a corresponding increase in instructional staffs;

g. Revision and reduction of the Intelligence Orientation Course to one week, in interests of economy and efficiency;

h. Reexamination (pursuant to DD/S directive) of CIA/OTR workloads and personnel picture in terms of effects and impact of possible, future reduction(s) in personnel ceilings;

i. Enforcement of practice of cancellation of course presentations when student enrollment was deemed insufficient.

5. There are still areas to be looked into, of course. Syllabi for the 10-week JOT Orientation are not yet completed and the shortened Operations Course is still under OS development. Revision of the IOC is not yet complete. Overseas Effectiveness instruction (4½ days) is being worked into the JOT Orientation; however, we have no firm plans for future presentation of the regular, two-week IOE or of a "senior seminar in overseas effectiveness". (the latter might well be provided as an optional "extra" in management training,

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ities. We need to look into clerical training, at least to the extent necessary to ensure that the refresher training reflects Agency needs rather than just employees' desires for self-improvement.

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(That is, we should help employees re-qualify themselves, to recover dormant clerical skills essential to qualification for new assignments or advancement.)



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Attachments (3)

- 1 - USIB-D-52.2/1
- 2 - Memorandum to D/DTR from D/Registrar  
11 April 1960
- 3 - Congressional Record, Appendix-A3225  
Foreign Service Institute Training

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